English summaries

Contests for the Workplace.
Japanese Steelworkers and Managers in the 1950s.   A. GORDON

This article studies the Nippon Kokan (NKK) steel mills as typical cases of the postwar transformation of labor-management relations that began in the 1950s in Japan.   It describes changes in the supervision of workers and in quality control that were part of a managerial strategy to rationalize production in the context of a massive investment drive.   In these same years, the union at NKK became increasingly militant in the workplace and in wage actions, winning strong support among many workers and posing a significant threat to the company's rationalization program.   The study describes the sources of the union's strength, as well as internal weaknesses and external pressures that led to the ultimate transformation of the union into a body that rejected a stance of confrontation and resistance to management.

The Myth of Variety. The Internationalisation
of the Jananese Production Model   M.-Cl. BÉLIS-BERGOUIGNAN et Y. LUNG

Challenging the exclusively internal approaches to the new production system, the present paper attempts to assess the impact of internationalisation on the development of the Toyota production system.   In a first part, the article demonstrates the prominent role of exports in the formation and expansion of the Japanese auto-industry, thus underlining the importance of economies of scale as opposed to the prevailing emphasis on economies of scope.   In the second part of the article, the author shows that the internationalisation of production imposed on Japanese constructors by their commercial partners does not preserve the horizontal pattern and the flexible quality attributed to the Toyota production system.

The Organizational Structures of Japanese Firms:
A Comparative Analysis   SUZUKI Y.

The Chandlerian model of hierarchy of compagnies describes structures which have the pretention of being rational and universal.   However, this model does not adequately describe the modern Japanese firm.   The latter is structurally different from the American firm.   While American companies are founded upon functionally departmentalized structures Japanese firms are founded upon direct line structure.   Rather than being, as in the United States, lower-level executives under the surveillance of the company heads and deprived of any initiative with regard to invest-

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ment, in Japan, the directors of operational units are upper-level executives of the firm.   Since they are responsible for production, these operational units are in direct contact with the decision-making centers of the compagny.   This different distribution of company hierarchies is the product of the history of work relations themselves in Japan and the United States.   In Japan, these hierarchical structures born into a context of lack of qualified labor, are the consequence of the interiorisation of the distribution of resources.   They are the reflection of the emphasis in Japan placed upon the organisation of labor, upon the internal management of human resources linked to the importance within the company of the existence of an internal work market.

A Juridical Niche. The Settlement of the Jews
in Saint-Esprit-lès-Bayonne in the xviith Century   A. Zink

It might seem strange that the marranos seeking to judaïcize in peace would have chosen France from which the Jews were banished.   But they did not settle just anywhere in the kingdom.   Those who were attached to judaïsm did not choose Bayonne but Saint-Esprit on the other side of the Adour.   The Old Regime was not despotic.   On the one hand, founded upon privileges, it did not require the law to be the same everywhere.   Little by little a legislation designed to apply within the competence of the parliament of Bordeaux, of the government of Bayonne, of the generalities of Auch and of Bordeaux had admitted the presence of Jews.   The kingdom, on the other hand, was constituted by a multitude of jurisdictions, each responsible therefore for the public order within its competence.   Now, as it happened, the seigneurial chapter of Saint-Esprit, finding its rights menaced by the city of Bayonne, wanted to populate the swampy river-bank which belonged to it.   The families in question would have had to fight elsewhere to reconstruct their lives.   Their presence at Saint-Esprit is of particular interest in as much as it reveals the political structures of the Old Regime rather than as a testimony to any kind of well-known Sephardic dynamism.

Baghdad Jewry in Late-Ottoman Times:
The Emergence of Social Classes and of Secularization   S. Deshen

The study presents a socio-cultural portrait of late-Ottoman Baghdad Jewry.   It is based mainly on internal sources: legal rabbinical responsa and religious sermons.   The thesis is that since the population of the community grew dramatically and became heterogeneous, its social organization became increasingly complex.   New strata emerged and new organizations were founded.   People developed an image of their society as being highly stratified.   The upper stratum, the great merchants, began to develop practices that clashed with tradition.   Crucially, however, there evolved no accompanying secular ideology, in glaring contrast to European Jewry.   The reaction of the Baghdad rabbis was accordingly mild.   In conclusion, Baghdad Jewry is placed in a comparative context with other Jewish societies.